

Department of Administration Goals and Objectives

2013 Biennium

Goal 1: Advance the department's mission, vision, and values by providing excellent, timely, and cost-effective customer service.

Objectives:

1. Challenge the status quo by embracing and initiating beneficial changes that result in continuous improvement in service delivery and customer satisfaction.
2. Improve communication and collaboration with customers and other DOA divisions to build and support relationships.
3. Provide transparency and information security in program operations.
4. Promote a culture of openness, trust, diversity, and equality.
5. Promote efficient use of department resources by expanding energy conservation measures and use of existing technology.

Goal 2: Create and maintain a highly qualified, professional, diverse, and responsive workforce that accurately reflects the labor force in Montana and supports the department's mission, vision, and values.

Objectives:

1. Provide employees with a work environment where teamwork is paramount, ideas are rewarded, creativity and risk-taking are encouraged, and successes are celebrated.
2. Encourage managers to be mentors and leadership role models to their staff.
3. Promote professional growth and development opportunities through an improved employee recruitment, selection, retention, and training process as outlined in the department's Workforce Development Plan.
4. Assess job performance based on meaningful standards and measures.
5. Create an atmosphere of openness, trust, and support so employees can readily admit mistakes, assume responsibility, and apply resources to fix problems.
6. Promote work life balance.

Goal 3: Promote a safe and healthy work environment for employees to experience job satisfaction in their achievements and contributions to the agency's mission and vision.

Objectives:

1. Provide ongoing safety training.
2. Report accidents/incidents in an accurate and timely manner.
3. Increase employees' awareness and understanding of their individual safety responsibilities.
4. Reduce costs associated with accidents by maintaining an active safety program that promotes a safe and healthy work environment, and is committed to bringing injured employees back to work as quickly as possible following an injury or occupational disease.

Architecture and Engineering Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To serve and assist all agencies and citizens of the State of Montana in the design and construction of quality facilities, repairs and alterations of existing facilities, and planning for their needs.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Objectives:

Draft and oversee contracts, in accordance with statutes and regulations, for the design and construction of capital projects.

Review appropriations annually to ensure authority is reverted to the appropriate fund balance in a timely manner.

Review warranty list quarterly to ensure timely project completion reports.

Process all pay requests per Montana statute and contract requirements.

Present to the legislature a single, comprehensive, and prioritized plan for capital construction, repairs, and alterations of state-owned facilities.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Objectives:

Complete construction projects within the time allotted in the contract and within the authorized budget.

Advise the legislative and executive branches on the status of Long Range Building Program projects.

Deliver buildings that are cost-effective, energy efficient, affordable to maintain, and comply with current codes.

Advise on the funding levels necessary to maintain reasonable condition of state-owned facilities.

SUPPORT

Maintain relationships and provide resources to support effective government.

Objectives:

Use team-based approach with agencies, architects/engineers, and contractors to maximize communication and efficiency in the implementation of projects.

Assist agencies in implementing major repair and maintenance needs of state-owned facilities in accordance with the Long Range Building Program.

Create and maintain a professional, diverse and responsive workforce.

Banking and Financial Institutions Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To protect Montanans by regulating state-chartered and licensed financial institutions under its supervision.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Protect Montanans who enter into short term, high rate loans with lenders from abuses that occur in the credit marketplace.

Objectives:

Examine deferred deposit, title, and consumer lenders to ensure compliance with Montana and federal law.

Issue licenses to entities who meet the requirements of law.

Provide Montanans with a consumer complaint process involving any licensed entity that violates the law.

Goal: Protect Montanans who enter into residential mortgage loans with mortgage brokers, loan originators and lenders from abuses that occur in the credit marketplace.

Objectives:

Examine mortgage broker, loan originators and lender licensees to ensure compliance with Montana and federal law.

Issue licenses to entities and individuals who meet the requirements of law.

Provide Montanans with a consumer complaint process involving any mortgage licensee that violates the law.

Goal: Provide Montanans with a safe and sound system of state-chartered financial institutions.

Objectives:

Examine state-chartered financial institutions to assure their operations are in accordance with law and sound financial institution practices.

Coordinate the supervision of financial institutions with federal regulatory agencies.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Promote the dual regulatory system that allows state and federal governments to act independently to charter, regulate and supervise financial institutions for the good of Montanans.

Objectives:

Address the needs of banks and credit unions, the local communities and Montanans while assuring safe and sound banking practices.

Authorize state-chartered banks and state-chartered credit unions to engage in authorized activities in which the bank or credit union could engage if it were operating as a national bank or federal credit union as provided by law.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Improve the distribution of information and services through web-based tools.

Objectives:

Use the website, www.banking.mt.gov, to distribute press releases, consumer alerts, names of regulated financial institutions, and forms.

Promote electronic licensing of mortgage brokers, loan originators and residential mortgage lenders.

Provide electronic information, forms, or documents to financial institutions and consumers whenever possible.

Promote Montana financial education efforts, available resources and current issues.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objectives:

Provide basic training and continuing professional education to develop and maintain employees' knowledge and skills.

Increase awareness of career opportunities by attending job fairs and explaining the purpose of the division.

Develop career ladders and offer competitive salaries to recruit and retain experienced, capable staff.

Director's Office

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Objectives:

Develop and manage the department's budget and improve internal controls.

Provide administrative, financial, IT, legal and policy guidance to support the goals and objectives of the DOA divisions.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Objectives:

Actively identify and address the department's emerging issues affecting State government.

Improve communication and collaboration between the department and agencies.

SUPPORT

Maintain relationships and provide resources to support effective government.

Objectives:

Support involvement in the Governor's initiatives.

Respond in a timely, clear, and helpful manner to the public, Governor's Office, legislative branch, tribal nations, federal and local governments, and private businesses.

Provide assistance to boards, councils, and commissions attached to the department.

Create and maintain a professional, diverse and responsive workforce that accurately reflects the labor force in Montana.

General Services Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To deliver professional and responsive services to government agencies and the public in the areas of facilities management, public procurement, printing, mailing, and surplus property management while maximizing effectiveness and minimizing costs.

Facilities Management Bureau

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Deliver cost-effective supplies and services.

Objective:

Pay increasing prevailing wages to maintain current levels of contracted services.

Goal: Continue energy conservation projects throughout the Capitol Complex.

Objective:

Prioritize additional projects to be completed as funding is available.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Manage state buildings and grounds throughout the Capitol Complex.

Objectives:

Provide services at rates that recover the cost of operation.

Prepare facility condition inventory reviews for Capitol Complex buildings.

Maintain healthy grounds that are clean and safe.

Prioritize deferred maintenance projects considering reduced funding.

Negotiate property leases to ensure services are provided at the lowest possible costs.

Provide incident management services for all Capitol Complex emergencies.

Add Fish, Wildlife & Parks' Spring Meadow Lake Facility to the buildings managed.

Exercise the option to purchase the Office of Public Instruction building located at 1227 11th Avenue.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Improve customer communication.

Objective:

Decrease response time to inquiries and requests.

Goal: Create and maintain a professional, diverse, and responsive workforce.

Objective:

Cross-train employees to ensure consistent service delivery to state agencies.

Print and Mail Services Bureau

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Provide timely, cost-effective print and mail services.

Objectives:

Complete migration from offset printing to digital printing by FYE 2013.

Promote the use of less expensive design and print procedures.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Manage print and mail services for state agencies at rates that recover costs of operations.

Objective:

Provide services at rates that recover costs of operations.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Increase trainings and provide helpful resources on mail preparation and obtaining postage discounts.

Objective:

Deliver training on mail preparation and obtaining postage discounts.

Goal: Improve customer communication.

Objective:

Decrease response time to inquiries and requests.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objective:

Cross train employees to ensure consistent service delivery to state agencies.

Property and Supply Bureau

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Deliver cost-effective supplies and services.

Objective:

Increase use of the Central Stores online procurement site.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Manage Property and Supply services for state agencies.

Objective:

Provide Central Stores products and surplus services at rates that recover costs of operation.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Improve customer communication.

Objectives:

Decrease response time by responding to all inquiries and requests.

Inform customers of current procurement topics through an electronic newsletter.

Goal: Create and maintain a professional, diverse, and responsive workforce.

Objective:

Cross-train employees to ensure consistent service delivery to state agencies.

State Procurement Bureau

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Deliver cost-effective supplies and services.

Objective:

Participate in cooperative procurement opportunities through the Western States Contracting Alliance that provide lower cost supplies and services.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Manage the procurement process for state agencies.

Objectives:

Provide cost effective centralized procurement of supplies and services greater than \$25,000 for state agencies.

Provide guidance for writing effective solicitation and contract requirements.

Review contract terms and conditions for appropriate controls.

Facilitate the procurement on a timely basis.

Goal: Ensure procurement transactions are transparent.

Objectives:

Post procurement solicitations and contract awards online.

Maintain the public meeting schedule online.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Increase trainings and provide helpful resources.

Objectives:

Develop training for use and controls on procurement and fuel purchasing cards.

Provide online, updated templates for contracts, bid solicitations, and Request for Proposals.

Goal: Improve customer communication.

Objectives:

Decrease response time to inquiries and requests.

Inform customers of current procurement topics through an electronic newsletter.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objective:

Cross-train employees to ensure consistent service delivery to state agencies.

Health Care and Benefits Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To administer competitive and comprehensive benefits that provide financial protection for state employees, retirees and their families in a cost effective manner.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Deliver financial stability of the state employee health benefits fund.

Objective:

Maintain combined medical and pharmacy trend for active employees and non-Medicare retirees at or below national trends.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Reduce the number of loss time injury claims by Early Return to Work (ERTW) placements.

Objectives:

Increase ERTW placements.

Improve the process for medical providers to determine ERTW options.

Educate employees on ERTW options.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Educate and inform members about their health and benefits.

Objectives:

Coordinate events to empower employees to manage their health (e.g. annual health screening, Lunch and Learn).

Provide issue-specific health education.

Create resources such as print, web, and in-person training to support members in their health goals.

Develop internal programs to improve employee assistance and wellness.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objectives:

Provide basic training and education to develop and maintain employees' knowledge and skills.

Create and foster a work environment where employees are engaged.

Risk Management and Tort Defense Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To provide comprehensive and cost-effective legal defense, claims adjudication, insurance coverage, and risk management services to state agencies that serve the citizens of Montana.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Maintain financial stability of the state property/casualty insurance fund.

Objectives:

Retain a stable reserve position.

Deliver fair, consistent insurance premium levels.

Allocate insurance premiums based on relative loss experience and/or exposure.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Provide effective and efficient defense for claims and lawsuits filed against the state under the Montana Tort Claims Act.

Objectives:

Investigate, analyze, and evaluate claims and lawsuits, determine those with merit, and resolve them consistent with the evaluation.

Consult with state clients to prepare unresolved cases for dismissal or resolution at trial.

Goal: Offer comprehensive, cost-effective property/casualty insurance for Montana state government.

Objectives:

Obtain broad insurance coverage with favorable terms and conditions.

Establish reasonable insurance rates through effective bidding practices and appropriate insurance deductibles and limits.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Assist state agencies in establishing effective risk management programs.

Objectives:

Conduct inspections of key state properties to identify potential hazards and provide recommendations to affected agencies.

Promote risk management through newsletters, bulletins, and incentives.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objectives:

Recruit and retain highly skilled employees with appropriate knowledge, skills, abilities, and personal qualities that enable them to be effective.

Offer regular mentoring opportunities in a supportive environment.

Provide meaningful training experiences to increase employee knowledge and skills as resources permit.

State Accounting Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: The State Accounting Division's mission is to provide excellent:

Financial accounting and reporting, including the related technical expertise, assistance, policy and structure and timely payment processing for the State as a whole;

Central treasury services to the State, as a whole, in a timely and effective manner;

Financial accounting and budgeting technical expertise, assistance and structure and the audit review function for all local governments within the State of Montana.

Effective maintenance, support and management of the enterprise Accounting and Budgeting System.

SERVE

Provide service based on standards, best practices, and fiscal sustainability.

Goal: Maintain a cost effective, efficient, and stable warrant writer and electronic payment process for the State of Montana.

Objectives:

Timely input of bank information received from agencies into State's vendor tables.

Expand and promote the most efficient payment processes for the state.

Process all forms of payment by the State.

Goal: Provide accurate and updated on-line accounting policy.

Objectives:

Incorporate management memos into the Montana Operations Manual in accordance with GAAP and State law.

Review current accounting policies for accuracy and update as needed.

Research and implement new pronouncements from the Governmental Accounting Standards Board.

Participate in the GASB standard setting process.

Approve, reconcile and monitor all non-university system inter-entity loans.

Goal: Review the audits of local government entities to ensure all financial activities are reported, properly accounted for, and adhere to all applicable laws and regulations.

Objectives:

Collect annual financial reports from local governments.

Facilitate the audit process for local governments in a manner facilitating completion within the statutorily prescribed time.

Review audit findings, recommendations, and responses or corrective action plans of local governments to ensure appropriate actions are taken.

Communicate relevant audit findings to State agencies administering affected programs.
Develop a compliance supplement manual to provide independent auditors with current information regarding statutory and regulatory compliance requirements.

SATISFY

Emphasize efficiency, reliability, transparency, and leadership.

Goal: Produce accurate and reliable financial statements for the State of Montana.

Objective:

Provide timely financial information to the public in accordance with Generally Accepted Accounting Procedures.

Provide accounting assistance.

Goal: Manage the Statewide Cost Allocation (SWCAP) and Cash Management Improvement Act (CMIA) Programs.

Objectives:

Coordinate the preparation, negotiation and distribution, and billing of the SWCAP.

Coordinate the statewide implementation of CMIA-related regulations.

Goal: Provide accurate and timely cash reconciliation.

Objectives:

Monitor and enforce the Cash Policy and work with agencies to resolve issues.

Address cash reconciliation problems in a timely manner.

Goal: Provide a reliable, stable and cost effective management information system environment for the State of Montana.

Objectives:

Apply appropriate software fixes and updates and implement new releases to the SABHRS financial and budgeting systems, as resources allow, to improve business processes.

Provide our customers with SABHRS financial training and help desk support.

SUPPORT

Maintain relationships and provide resources to support effective government.

Goal: Serve as a primary and effective resource to local governments.

Objectives:

Maintain a current uniform accounting system and chart of accounts for local governments.

Provide auditing, accounting, budgeting, and financial reporting training opportunities and technical assistance for local government officials and finance personnel.

Inform local governments of changes in methods and procedures.

Coordinate with the Department of Revenue to collect State revenues by local governments.

Act as a liaison between independent auditors conducting local government audits and state agencies.

Goal: Serve as a liaison between local governments, other state agencies, and other statewide organizations, associations and committees.

Objectives:

Provide assistance and guidance in records management.

Refer complaints, concerns, or allegations about a local government to the auditor for audit review.

Goal: Position State managers and legislators to make informed business decisions.

Objectives:

Partner with ITSD to provide a stable technical environment for the SABHRS financial and budgeting systems.

Improve business processes by providing systems that reduce data entry time, minimize the possibility of errors occurring, and provide optimum access to State employees, officials, vendors, customers and the public within an appropriately secured environment.

Monitor the General Fund cash flows to determine whether tax and revenue anticipation notes should be issued.

Provide annual and monthly projected General Fund cash flows to the Governor's Office and Legislative Fiscal Division.

Report to the Legislature as required by State statute.

Goal: Position the State of Montana to benefit from future technological advances.

Objectives:

Strengthen alliances with the State's software providers to ensure the state's interests are represented.

Participate in user groups.

Partner with ITSD to identify and implement new technologies, including web services.

Goal: Create and maintain a professional, diverse and responsive workforce.

Objective:

Provide training and education to increase employees' knowledge and skills.

State Human Resources Division

Goals and Objectives 2013 Biennium

Department Mission: To serve, satisfy, and support our customers.

Division Mission: The mission of State Human Resources is to help Montana become an employer of choice. We support state managers in their efforts to attract, develop, and retain creative, competent, and energetic employees who embrace the differences and bridge the distances of the Big Sky State.

At State Human Resources, our vision is to foster and capitalize on these abilities, cultivating a workforce consistently able to respond to challenges facing Montana. We value disciplined and creative minds, synergy, respect, and ethics.

Goal 1 - Be a strategic partner in managing Montana state government's workforce.

- 1) Support the advisory council on workforce development and planning.
- 2) Represent the Governor's goals and interests in all collective bargaining matters.
- 3) Help agencies develop their workforces by designing and delivering relevant training.

Goal 2 - Provide leadership for HR in Montana state government.

- 1) Educate, promote, and support agencies' strategic use of the broadband classification and pay plan.
- 2) Provide professional expertise to agencies in the areas of classification and compensation.
- 3) Develop a model performance management system.
- 4) Establish, support, and promote a workplace diversity plan.
- 5) Communicate and market successful HR practices.
- 6) Support and promote statewide professional development in human resource management.
- 7) Routinely review, revise, and develop administrative rules, employment policies, and guides for relevance and value in Montana state government.

Goal 3 - Lead and support Montana state government's efforts to attract, develop, and retain a highly-skilled workforce.

- 1) Design and implement a workforce development model.
- 2) Promote and support advisory council recommendations.
- 3) Create and support a statewide online employment application.

Goal: 4 - Provide an efficient, state-of-the-art payroll processing and HR information system that supports state government's goals, objectives, and employment policies.

- 1) Maintain and administer payroll and benefit eligibility processes for over 13,000 state employees, including employees of the legislative and judicial branches.
- 2) Develop and implement new technology that supports Montana state government's employment policies and procedures.

- 3) Develop relationships with software vendors and user groups to influence the direction of future software enhancements and ensure Montana state government's technological needs are met.
- 4) Ensure transparency and compliance with state and federal regulatory requirements.
- 5) Provide training and education to increase customer knowledge, skills, and use of the HR information system.
- 6) Improve business processes to reduce document and data storage costs.

Goal 5 - Efficiently manage operations in an environment that supports integration, teamwork, and creativity.

- 1) Formulate and direct the development of goals, objectives, budgets, operating plans, staffing, and organization to create and maintain sound, cost-effective and measurable programs.
- 2) Recruit, retain, and develop expert-level human resource, labor relations, technical support, and professional development staff.
- 3) Create and foster a work environment where ideas are rewarded, creativity and risk-taking are encouraged, fun and laughter are valued, and teamwork is paramount.

State Information Technology Services Division

Goals and Objectives 2013 Biennium:

Department Mission: To serve, satisfy, and support our customers.

Division Mission: To provide shared IT services to support the needs of the state and citizens of Montana

- **Goal 1:** Be the IT Service Provider of Choice
 - **Objective 1-1:** Implement and grow service management processes in accordance with IT Infrastructure Library (v3).
 - **Objective 1-2:** Implement fair and equitable cost recovery using the Financial Transparency Model, ensuring good ROI for our stakeholders.
 - **Objective 1-3:** Communicate with customers to clearly define their requirements and provide solutions that satisfy the community's business needs.
- **Goal 2:** Provide a satisfying and challenging work environment for employees
 - **Objective 2-1:** Establish a workforce development program to recruit, retain, and train highly qualified employees.
 - **Objective 2-2:** Align job profiles and performance appraisals to Mission Goals and objectives.
 - **Objective 2-3:** Implement team building activities.
 - **Objective 2-4:** Maintain open communications.
- **Goal 3:** Provide IT Leadership for the state
 - **Objective 3-1:** Implement services for communities of interest.
 - **Objective 3-2:** Research and develop statewide strategies for adopting and funding emerging technologies.
 - **Objective 3-3:** Promote sharing of IT resources (including data, information, expertise, and technology) among agencies.
 - **Objective 3-4:** Develop and publish statewide policies that promote the development of information technology resources in an organized, deliberate, and cost effective manner.
 - **Objective 3-5:** Coordinate the planning, development, and implementation of new information in technology resources using the best practices of project management.
- **Goal 4:** Expand Montana's SummitNet Network
 - **Objective 4-1:** Conduct a needs-assessment, define minimum levels of service, and develop a list of potential users of the network service.
 - **Objective 4-2:** Develop a conceptual design describing the opportunities and impact of an expanded network.
 - **Objective 4-3:** Work with the private sector to expand the network.

- **Goal 5:** Improve Individual Privacy and the Privacy of Information Contained Within IT Systems
 - **Objective 5-1:** Implement statewide security policies, standards, and identification tools to help eliminate structural vulnerabilities from the State's IT architecture and systems.
 - **Objective 5-2:** Conduct a rigorous administrative review and evaluation of State IT security and recovery programs.
 - **Objective 5-3:** Develop a statewide security risk mitigation plan after analyzing available operational recovery readiness information and IT security risks throughout the state.